

DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
FINANCE CENTER
5720 INTEGRITY DRIVE
MILLINGTON TENNESSEE 38054-5005

CEFC-R

26 January 1999 (Revised)

USACE Finance Center Operations Plan

1. REFERENCES:

- a. USACE Strategic Plan, 14 March 1997
<http://www.usace.army.mil/essc/visiona/Vismenu.htm>
- b. HQUSACE Campaign Plan, 14 March 1997
<http://www.usace.army.mil/inet/functions/im/ceimp/campaign/>
- c. HQUSACE Campaign Plan, Team Seven: HQ Systems, Processes, and Organization. <http://www.usace.army.mil/inet/functions/im/ceimp/hqactplan/#TEAM7/>
- d. HQUSACE Campaign Plan, Corporate Growth Initiative, January 1998

2. **SITUATION.** The USACE Finance Center is a dynamic organization tasked with two primary missions: (1) Continued development, deployment, and operations and support of CEFMS, and (2) Consolidating the operating finance and accounting functions throughout the U.S. Army Corps of Engineers into one centralized facility located in Millington, Tennessee. In meeting the challenges associated with this mission, the UFC will strive to accomplish the USACE Commander's Vision. A corporate strategic planning process provides the USACE Finance Center with specific guidance for organizing and structuring our key objectives for accomplishing the Commander's Vision. The Commander's Vision to guide the Corps in meeting these challenges is as follows:

"The world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full-spectrum Engineer Force of high quality, dedicated soldiers and civilians. A vital part of the Army. The Engineer team of choice, responding to our Nation's needs in peace and war. A values-based organization, respected, responsive and reliable. Changing today to meet tomorrow's challenges."

3. **STRATEGIC PLANNING.** To achieve the Commander's Vision, the U.S. Army has developed the "Corps Plus" master strategy which has three goals: (1) Revolutionize Effectiveness; (2) Seek Growth Opportunities; and (3) Invest in People. This master strategy is supported by seven sub-strategies: (1) Align for Success; (2) Satisfy the Customer; (3) Build the Team; (4) Serve the Army; (5) Enhance Capabilities; (6) Build Strategic Commitment; and (7) Reshape Culture. A description of each goal and sub-strategy is contained in reference a.

4. ASSUMPTIONS.

- a. The USACE Finance Center will continue with the approved consolidation plan for consolidating operating finance and accounting functions Corps-wide.
- b. Information technology and leveraging Corps research and development capabilities will allow the Corps to organize and deliver its products and services in innovative, cost efficient ways.
- c. All execution goals remain in effect.

5. USACE FINANCE CENTER MISSION TO SUPPORT THE STRATEGIC PLAN. The USACE Finance Center will endeavor to improve its business processes and adjust its structure to meet the needs of the Army as well as our valued customers, to improve performance in traditional finance and accounting areas, and to seek new growth opportunities.

6. OPERATIONS. It is the UFC's Directors intent that this Operations Plan, executed within the framework of the HQUASCE Campaign Plan, will guide our actions as we execute our mission and position ourselves for future requirements. Within HQUASCE, the Corps strategy is executed through eight initiatives, each managed by a cross-functional initiative team. The operations plan for the USACE Finance Center is tied to the objectives of Initiative Team 7, HQ Systems, Processes, and Organization, in that the mission of the USACE Finance Center is cross-functional, and horizontally integrated among all of the sites of the Corps. This operations plan sets specific action plans for ensuring accomplishment of measures to improve USACE Finance Center Systems, Processes and Structure. We will improve customer satisfaction and ensure that the USACE Finance Center as part of the Corps Team provides excellent service to all customers. Every member of the USACE Finance Center is an owner of this plan and is involved in making it, and the Corps vision, a reality. We will be unified in our efforts to provide a new level of excellence in the delivery of finance and accounting services.

7. CONCEPT OF OPERATIONS.

- a. The USACE Finance Center is committed to improving processes, systems and organization and has based its Operations Plan on the HQUASCE Campaign Plan. Accordingly, the USACE Finance Center has identified Finance Center Initiatives and associated action plans developed to improve USACE Finance Center processes, systems, and organizations; and to support other Strategic Vision Goals and Substrategies. Supporting Strategic Vision Goals and Substrategies are identified with each associated Finance Center initiative.
- b. At the USACE Finance Center, the Deputy Director of Resource Management is appointed as the overall integrator of the initiatives and the associated action plans. This position is designated as the Operations Plan Coordinator. Each sub-strategy initiative is assigned to one or more Directorates for formulation of an action plan. The Deputy Director of Accounting Quality is assigned the responsibility as "score keeper" for milestone tracking. Annex A contains detailed descriptions of USACE Finance Center

initiatives and identifies the Directorate or Office Chief designated as Executive Sponsor for each initiative.

8. **INSTRUCTIONS FOR THE OPERATIONS PLAN TEAM.** This team consists of the Deputy Director of Resource Management (Operations Plan Coordinator), the Director's designated Executive Sponsors for each initiative, and the Deputy Director of Accounting Quality (Operations Plan Score Keeper). The team will provide oversight during the execution of the USACE Finance Center Operations Plan. The team will ensure integration between individual actions as needed; review action plans for each initiative prior to approval by the Director; resolve conflicts between taskings to functional offices; review and monitor action plan milestones; coordinate resources needed for initiative implementation; and to ensure the Operations Plan efforts have no negative impact on ongoing Corps missions. The Finance Center Initiatives are provided at the enclosure.

9. **ACTION PLANS.** Action plans for UFC Initiatives will be living documents. Proposed revisions will be authorized by the Operations Plan Team. Proposed revisions which impact other Finance Center Initiatives must be approved by the USACE Finance Center Director. Each action plan will be overseen and maintained by the Operations Plan Team until such time as the objectives are accomplished. Once the objectives are accomplished for an initiative, maintenance of the plan may cease upon recommendation of the Operations Plan Team and approval by the USACE Finance Center Director. An after-action report is required upon discontinuance or completion of any initiative. The Operations Plan Team will submit quarterly reports to the Director to assure performance.

10. **COMMAND AND COMMUNICATION.**

a. Command: The Operations Plan Coordinator chairs the Operations Plan Team and is responsible for the execution of the Plan. The Coordinator also serves as advisor to the Director for the Plan. Team members are responsible to the Coordinator for the preparation and execution of action plans. The Coordinator will ensure horizontal integration of action plans among the USACE Finance Center staff.

b. Communications: As the Operation Plan is updated, revisions will be posted on the USACE Finance Center's Web site quarterly.

Encl

/s/
STANLEY N. WRENN
Director, USACE Finance Center

Initiatives

UFC Initiative 1: Test, develop and implement document imaging capability.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

UFC Initiative 2: Implement Electronic Funds Transfer (EFT) capability.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

UFC Initiative 3: Develop and field CEFMS in a Windows operating environment.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

UFC Initiative 4: Continue tracking CEFMS problem reports. Analyze results. Be responsive to customer. Implement changes from lessons learned.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Satisfy the Customer

UFC Initiative 5: Develop a comprehensive organization chart/employee directory for customers. The chart/directory will clearly identify point of contact for each serviced activity in each functional area of the USACE Finance Center.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Satisfy the Customer.

UFC Initiative 6: Develop corporate personnel policies and procedures.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Build the Team

UFC Initiative 7: Establish and implement a USACE Finance Center Annual Teamwork of the Year Award to recognize outstanding team contributions.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Build the Team

UFC Initiative 8: Establish an active public affairs program and deliver briefings to publicize our story at host installation functions and at various community affairs.

Supporting Strategic Vision Goal: Seek Growth Opportunities

Supporting Strategic Vision Substrategy: Serve the Army

UFC Initiative 9: Develop and implement a plan to maximize security and protection of information services resources.

Supporting Strategic Vision Goal: Seek Growth Opportunities

Supporting Strategic Vision Substrategy: Enhance Capabilities

UFC Initiative 10: Develop and implement a corporate communications plan. Ensure that all employees have access to the Commander's Strategic Vision. Ensure it is discussed and progress is updated at least quarterly at all-employee meetings.

Supporting Strategic Vision Goal: Invest in People

Supporting Strategic Vision Substrategy: Build Strategic Commitment

UFC Initiative 11: Establish and maintain active cooperative agreements with colleges and universities for recruiting and developing top notch Accountants.

Supporting Strategic Vision Goal: Invest in People

Supporting Strategic Vision Substrategy: Build Strategic Commitment

UFC Initiative 12: Improve performance through enhancing customer service.

Supporting Strategic Vision Goal: Seek growth opportunities

Supporting Strategic Vision Substrategy: Enhance capabilities

UFC Initiative 13: Optimize customer satisfaction by improving product and service delivery.

Supporting Strategic Vision Goal: Seek growth opportunities

Supporting Strategic Vision Substrategy: Enhance capabilities

UFC Initiative 14: Improve the Organization

Supporting Strategic Vision Goal: Seek growth opportunities

Supporting Strategic Vision Substrategy: Serve the Army

UFC Initiative 15: Revise method for obtaining annual funding from supported sites.

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

UFC Initiative 16: Improve Telecommunications Efficiency

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

UFC Initiative 17: Innovate Administrative Business Processes

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

UFC Initiative 18: Develop a Web Site for Disseminating Communication

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Build Strategic Commitment

UFC Initiative 19: Develop a CP-11 Career Management WEB Page

Supporting Strategic Vision Goal: Invest in People

Supporting Strategic Vision Substrategy: Enhance Capabilities

UFC Initiative 20: Launce an Active Incentive Award Program

Supporting Strategic Vision Goal: Invest in People

Supporting Strategic Vision Substrategy: Build the Team

UFC Initiative 21: Launch CEERIS at the UFC

Supporting Strategic Vision Goal: Revolutionize Effectiveness

Supporting Strategic Vision Substrategy: Align for Success

Status of Initiatives

UFC Initiative 1: Test, develop and implement document imaging capability.

Executive Sponsor: Directorate of Administration - Linn Lindsey and Bill Halfacre

Action Plan Status: Completed.

Action Plan Summary: In January 1998, the UFC began the testing of document imaging for all invoices coming into the UFC for payment. As of this date, supported activities can access invoices through the internet utilizing WEBTRACK software. Approximately 65% of all activities were provided access and passwords.

UFC Initiative 2: Implement Electronic Funds Transfer (EFT) capability.

Executive Sponsor: Directorate of Accounting Operations - Nita Clower

Action Plan Status: Completed.

Action Plan Summary: The UFC has implemented electronic fund transfer utilizing FEDLINE through the Department of Treasury. This process was a major undertaking and is a milestone for the USACE Finance and Accounting community. In accordance with federal mandate, all federal payments will be made by electronic transfer by early calendar year '99. For the initial EFT transactions, we used the CEFMS travel functionality wherein a travel voucher payment was deposited directly into the traveler's personal bank account. All types of payments will be made by EFT as we continue to receive and load the appropriate "routing" information for employees, contracts, and other vendors.

UFC Initiative 3: Develop and field CEFMS in a Windows operating environment.

Executive Sponsor: Directorate of Financial Systems Development & Maintenance - Tommy Pond

Action Plan Status: Ongoing

Action Plan Summary: Initiated effort on Phase 1 in early November 1998 and have identified that establishing "common" database procedures and replacing help forms with a standard list of values will eliminate approximately 400 forms. During the early stages of this phase we selected the CEFMS Problem Reporting System (PRS) to be the initial GUI Prototype. The prototype concept provides the opportunity to adjust, fine-tune the conversion effort and requirements prior to the actual conversion to the CEFMS software. The USACE Finance Center (UFC) Financial Systems, Development and Maintenance Directorate Staff is currently testing the GUI version of the PRS. While the PRS does not have the complexity of the actual CEFMS application, it does cover the majority of common Oracle functions throughout CEFMS. Once the GUI version has been thoroughly tested, we plan to select one Corps Site to field the new GUI version of the PRS. When tests are Completed and problems corrected, we will provide the opportunity for the field users to begin to experience the new look and feel, screen migration, and other attributes of the soon to come full CEFMS GUI.

UFC Initiative 4: Continue tracking CEFMS problem reports. Analyze results. Be responsive to customer. Implement changes from lessons learned.

Executive Sponsor: Directorate of Financial Systems Development & Maintenance - Tommy Pond

Action Plan Status: Ongoing

Action Plan Summary: Conversion completed March 1998. Continuing to monitor problem reports and take corrective action as required.

UFC Initiative 5: Develop a comprehensive organization chart/employee directory for customers. The chart/directory will clearly identify point of contact for each serviced activity in each functional area of the USACE Finance Center.

Executive Sponsor: Directorate of Administration - Ruby Middlebrooks

Action Plan Status: Completed

Action Plan Summary: The UFC functional directory is updated on a quarterly basis and is posted on the UFC homepage.

UFC Initiative 6: Develop an online library of corporate personnel and internal business policies and procedures.

Executive Sponsor: Directorate of Administration and Resource Management - Various POCs

Action Plan Status: Ongoing.

Action Plan Summary: To date, the UFC has published internal policies on a number of topics to include: Standards of Conduct, Hours of Duty, Leave Policy & Procedures, Overtime, Incentive Awards, the Suggestion Program, Recycling, Outgoing Mail, Printing Procedures, Violence in the Workplace, the Consideration of Others Program, Hearing Impaired Interpretive Services, Inclement Weather, a Timeless Writing Guide, and a Style Guide. A policy on Health & Safety will be published in late Spring. Policies are available on the Web pages for review by all employees. Hardcopies of these policy statements are now included in the New Employee Folder provided to all new employees during orientation.

UFC Initiative 7: Establish and implement a USACE Finance Center Annual Teamwork of the Year Award to recognize outstanding team contributions.

Executive Sponsor: Various Directorates's – Chair of the UFC Incentive Awards Committee

Action Plan Status: Completed.

Action Plan Summary: Timeframes and criteria has been developed. Second annual award was presented in December 1998.

UFC Initiative 8: Establish an active public affairs program and deliver briefings to publicize our story at host installation functions and at various community affairs.

Executive Sponsor: Office of the Director - Carol Blankenship

Action Plan Status: Ongoing.

Action Plan Summary: In an effort to become more involved in local community affairs, the UFC has undertaken several projects including participation in the Adopt-A-School Program and the Stay-in-School program in the Millington community. Additional involvement is planned for programs similar in nature.

UFC Initiative 9: Develop and implement a plan to maximize internal operations security and protection of information services resources.

Executive Sponsor: Directorate of Administration -

Action Plan Status: Ongoing.

Action Plan Summary: Formal internal policy will be published in early Spring upon appointment of the Facility, Safety and Security Manager.

UFC Initiative 10: Develop and implement a corporate communications plan. Ensure that all employees have access to the Commander's Strategic Vision. Ensure it is discussed and progress is updated at least quarterly at all-employee meetings.

Executive Sponsor: Directorate of Resource Management - Valerie Bacon

Action Plan Status: Ongoing.

Action Plan Summary: The Chief's philosophy and strategy is articulated in all internal UFC policy guides and employees are reminded of the seven substrategies in several articles contained in the "Good Morning CEFC" email. The HQUSACE Campaign Plan, Corporate Growth Initiative, January 1998, was staffed with Division level supervisors to encourage a broader understanding of the Chief's vision and to encourage more participation in corporate growth planning. The plan is published on the USACE Finance Center Web page and is easily accessible to all employees.

UFC Initiative 11: Establish and maintain active cooperative agreements with colleges and universities for recruiting and developing top notch Accountants.

Executive Sponsor: Directorate of Resource Management - Valerie Bacon

Action Plan Status: Ongoing.

Action Plan Summary: The UFC has developed a Co-op Agreement with the University of Memphis School of Business. We currently have four Co-op students on our rolls. They have training plans and are performing rotational assignments in various organizations within the Finance Center.

UFC Initiative 12: Improve performance through enhancing customer focus.

Executive Sponsor: Directorate of Accounting Quality - Roger Wolfe

Action Plan Status: Ongoing

Action Plan Summary:

(1) Customer Feedback. Periodic customer service surveys will be taken of all commands and activities serviced by the USACE Finance Center. The intent of the surveys is to determine how our customers perceive our performance—quantity and quality of service. The surveys will also seek input on areas for improving our services and product delivery. The survey responses will provide input from our customers' viewpoint and will help us identify specific areas that may need attention and or correction. The results of the surveys will be used to improve our service and will help us maintain the proper customer focus. New surveys will be sent in FY 99.

(2) Revised Procedures and Processes.

a. Managerial accountants at field sites operating the Corps of Engineers Financial Management System (CEFMS) needed assistance with managing their accrued leave accounts. We developed a detailed Standing Operating Procedure (SOP) to assist the field sites. The SOP was designed to help each command understand their accrued leave accounts and included detailed procedures for the sites to use to determine the status of their accounts each pay period using the tools available within CEFMS. Manual adjustments to the semi-annual accrued leave reports have been minimized and the reports have been more accurate and timely than in the past. Initial SOP completed. The SOP is reviewed and revised, if necessary, twice annually. The SOP is stored on the UFC web site and field sites will be notified of the location of the SOP when changes have been made.

b. We developed an SOP for the field sites that provides procedures for controlling and billing reimbursable work tasked by the Federal Emergency Management Agency (FEMA). The SOP provides detailed actions required to properly establish customer orders so bills to FEMA will contain the appropriate data. The SOP includes actions required for billing flood plain management and disaster recovery work. This action is completed. The SOP will be reviewed periodically to make sure it stays current.

UFC Initiative 13: Optimize customer satisfaction by improving product and service delivery

Executive Sponsor: Directorate of Accounting Quality - Roger Wolfe

Action Plan Status: Ongoing

Action Plan Summary:

(1) Regulatory Guidance. Our resource management functional guide for processing orders from and preparing bills to FEMA evolved into an Engineer Pamphlet (EP). We completed the draft EP and provided it to Headquarters for coordination and publishing. The EP provides resource management policy and procedures to field sites. The objective of the EP is to improve the bill collection process for bills submitted to FEMA. Completed draft EP and provided to HQS, USACE for further action.

(2) Financial Data Integrity. We are performing extensive reviews of each CEFMS site's Payroll Advance and Accrued Leave accounts to determine adjustments required after conversion of the accounts from COEMIS. Our reviews also include adjustments needed as a result of fiscal year-end closing and daily transaction updates. As of 31 December 1998, we have completed the reviews for fifty sites and have notified the commands of the adjustments to be made. The Systems Development Directorate has taken appropriate action based on our reviews and findings.

UFC Initiative 14: Improve the organization

Executive Sponsor: Directorate of Accounting Quality - Roger Wolfe

Action Plan Status: Ongoing

Action Plan Summary:

(1) Partnering Within USACE. We continue our partnering with USACE emergency management personnel to improve the financial management of disaster and emergency response operations. In conjunction with USACE Headquarters emergency management personnel, we conducted training for emergency management and resource management personnel. The training included the requirements for financial management, funds control, and billing for services requested by FEMA. The purpose of the training was to improve financial management of emergency operations and help alleviate problems with reimbursements from FEMA. During FY 98, we trained personnel from each USACE division and district. Our FY 99 training plan includes refresher training on a regional basis.

(2) Partnering Outside USACE: We have partnered with FEMA to help improve performance through enhancing customer focus and improving product and service delivery. We have tested a process to improve collection of delinquent accounts receivable from FEMA and reduce FEMA's requests for supporting documentation. The process allows FEMA to access a field site's data base to extract or review supporting documentation for the site's bill. We have granted FEMA limited access to appropriate databases and trained FEMA operating personnel on how to access the databases and query information. Our goal is to reduce the amount of hard-copy documentation provided to FEMA. We continue to coordinate with FEMA operating personnel. We have also initiated a process that will allow us to access FEMA's payment system. That access will give us the capability to track payments and help alleviate outstanding accounts receivable from FEMA.

(3) Training for UFC and Customers.

a. We developed and provided training to USACE personnel to assist them in managing their accrued leave accounts. The training included reconciliations of general ledger accounts to subsidiary cost accounts and the use of related CEFMS screens. Four training sessions were held in June 1998- 73 field Resource Management personnel attended. We will present the training twice in FY 99.

Status: Ongoing

b. We have developed training on how to retrieve data from CEFMS using query techniques. The training will help CEFMS users retrieve financial data and enhance the users' analysis of the data. Knowledge of how to obtain specific data from CEFMS will serve to help increase customer satisfaction with our product and services. Customers will also be trained and will be able to improve the quality of data they receive from CEFMS. We held three training sessions in 1998. We will develop the 1999 schedule after we revise the training and obtain qualified trainers.

(4) Evaluation Operations.

a. We reviewed access control authorizations within the UFC. This review evaluated the procedures for requesting, reviewing , and approving database access authorizations at the UFC. The review also evaluated the authorizations granted, verified individuals' needs for the authorizations, and determined whether the authorizations were required for employees to accomplish their mission and job functions. Internal controls were reviewed and evaluated to ensure integrity of operations and minimize weaknesses. The review included appointments and delegations for finance and accounting activities and related CEFMS authorizations for compliance with regulatory guidance. Review completed. Report being drafted.

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b. We are reviewing areas that were noted as Chief Financial Officer issues. The current review includes the review of Accounts Receivable procedures at the Finance Center. This review is in-process.

UFC Initiative 15: Revise method for obtaining annual funding from supported sites.

Executive Sponsor: Directorate of Resource Management - James Greene

Action Plan Status: Completed.

Action Plan Summary: Customer orders will not be obtained from supported sites in FY 99. Instead, the UFC will issue quarterly Miscellaneous Debt Notice billings to each site. This will allow the sites simply to disburse the amounts due the UFC for support costs, eliminating the need for issuance and acceptance of reimbursable orders and monthly billings and collections. Supported sites were notified of this new procedure 23 Jun 98.

UFC Initiative 16: Improve Telecommunications Efficiency

Executive Sponsor: Directorate of Administration – Mike Edge

Action Plan Status: Ongoing

Action Plan Summary: As a growing organization there is a need to analyze (using software we recently procured) and improve how fast data moves. This initiative includes the restructure analysis, specifically how our printers are networked, clean up our servers and restructure for efficiency, etc. There has been significant improvement over the last 3-4 months and this will be an ongoing effort as we move into our new facility on the Navy Base.

Action Plan Target Completion Date: 4th Qtr FY99

UFC Initiative 17: Innovate Administrative IM/IT Business Processes

Executive Sponsor: Directorate of Administration – Mike Edge

Action Plan Status: Ongoing

Action Plan Summary: There is a need to streamline routine, internal business processes such as PC trouble calls, overtime, T&A. Automation of these processes via the UFC web page will improve efficiency. The initiation of the Information Management Steering Committee will also improve our efficiency by incorporating the needs and ideas of each directorate within the UFC.

Action Plan Target Completion Date: 2nd Qtr FY99

UFC Initiative 18: Develop a UFC Web Site for Disseminating Communication

Executive Sponsor: Directorate of Administration – Beth Kraus

Action Plan Status: Completed

Action Plan Summary: The UFC Web Site was published in Jun 98. A variety of information is now available on the WEB site to include Standing Operating Procedures for Support Sites, CEFMS updates, Directorate News, CFO News and Workload Data. This will be a continual process. All customers can email the WEBMASTER on improvements.

UFC Initiative 19: Develop a CP-11 Career Management WEB Page

Executive Sponsor: Directorate of Administration-Beth Kraus

Action Plan Status: Completed

Action Plan Summary: CP-11 Career Management Web page was published in Sep 98. Items of interest include ACCES Information, ACTEDS, HQDA Proponency News, Long Term and Short Term Training Activities, Resume Preparation and Access to Government Vacancies.

UFC Initiative 20: Launch an active Incentive Awards Program

Executive Sponsor: Rotating Deputy Director Assignment

Action Plan Status: Ongoing

Action Plan Summary: First committee was formed in May 1998. Initial charter established and the following Internal Awards were approved for the calendar year 1998-99. Team Player of the Month, Team Player of the Year Atta Boy/Girl Peer Award, USACE Teamwork Award. Timeframes for nominations are ongoing; awards are distributed throughout the year.

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UFC Initiative 21: Launch CEERIS at the UFC

Executive Sponsor: Directorate of Administration – Linn Lindsey

Action Plan Status: In Process

Action Plan Summary: IAW the Chief's instructions for automated recordkeeping, we have started work on our internal CEERIS project. We have made contact with CERM on creating F&A functionality for recordkeeping. We have met with all UFC Division Chiefs to determine types of documents that need to be considered so that hardware requirements can be developed. We plan to submit PRIP requirements to HQs by late 2Q99 so that equipment is in place by 30 Sep 99.

Action Plan Target Completion Date: 4th Qtr FY99